



# INTEGRATED COASTAL ZONE MANAGEMENT PROJECT

COMMUNICATIONS STRATEGY  
FOR NATIONAL LEVEL AND THREE  
PILOT STATES OF WEST BENGAL, ORISSA  
AND GUJARAT

COMMUNICATIONS CONSULTANTS  
GUILD OF SERVICE  
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## Communication Strategy

Conflicts are an inevitable outcome of a law or regulation perceived as unfair by specific groups of resource users. As coastal resources tend to support high-value economic activities as well as the livelihoods of many poor people, particularly small-scale fishing, managing and allocating coastal resources while ensuring growth and equity can create conflict if not addressed sensitively and in partnership with the stakeholder groups.

### **New Developments and Changes in Law**

Therefore, it becomes important for the Ministry of Environment and Forests to launch a mass media campaign to inform stakeholders of the new developments in this regard. The media campaign must explain the lapse of the draft notification on Integrated Coastal Zone Management, issued in 2008 and the MoEF's acceptance of the recommendations made by four-member committee headed by Dr M S Swaminathan to revert to the CRZ (Coastal Regulatory Zone) notification of 1991 with amendments.

The communication campaign should be drawn keeping in mind the interests of fishermen, industries, tourism, the need for ports and other infrastructure within the framework of the CRZ. This cannot be done by the communication team of GOS whose TOR is for communication on the integrated coastal zone management project. But their findings and recommendations, based on their visit to the states of Gujarat, Orissa and West Bengal for the ICZM project, can feed into the bigger national campaign.

Hence, it is suggested that this large-scale mass media campaign be formulated by a reputed social communication agency.

To have greater credibility the high profile communication campaign will have to be flagged off and spearheaded by the Minister for Environment and Forests, Mr Jairam

Ramesh. The minister has already shown high commitment and emerged as a minister who is looking for consensus on contentious issues so his leadership is vital. The Environment Minister should also have meetings with policy makers, MPs and MLAs on the proposed developments under the CRZ framework so that all are brought on board and have a better understanding of the programme as it rolls out. The Minister and the MOEF also need to have consultations with representatives of industry like CII and FICCI on the CRZ and the need to adhere to it.

The MoEF could put up a blog by the Minister on the issue. Radio, television, print, internet should be activated to create awareness on regulated development of the coasts. There could be twinning with ongoing environment campaigns being launched by the electronic media houses. For example, NDTV had launched a 'Save the coasts campaign' recently

It will help the ICZM project if the mass media campaign on the new CRZ amendments is kicked off before the project begins in the three pilot states of Gujarat, West Bengal and Orissa and also before the hazard line mapping is undertaken.

## Communications for ICZMP

- Addressing gaps at national level
- Improving Internal Communications
- Ensuring transparency, accountability and grievance redressal

## Communications for ICZMP

The communications needs assessment of the three pilot states surfaced some basic gaps indicating a lack of understanding of the basic goal of the ICZM approach among all stakeholders. These gaps arose from

- **a huge information deficit on the project arising from wide and conflicting interpretations and ideas about integrated coastal zone management**
- **a lack of internal communications**
- **a lack of a mechanism for transparency and accountability**

Therefore, the communication strategy will address these gaps by outlining

- **messages underlining basic aims and objectives of the project**
- **delineating levels of communication at national and state level**
- **tools of communication**

### **Levels of Communications**

The objectives of ICZMP need to be disseminated within and to all partners and stakeholders at the following levels

- **National**
- **State**
- **Grassroots**

## **Addressing Gaps at the National Level**

It needs to be understood that there has been a vast change in the coastal management approach worldwide because of rising sea levels, climate change, pollution and pressures of accelerated development and tourism, and associated livelihoods. Therefore, at the national level, the major role of the ICZM cell of the MoEF will be to focus on how the project will have a direct and positive impact on coastal communities by reducing vulnerabilities of coastal population to disasters, by adopting measures to improve livelihood security and natural resources in the wake of these increased environmental threats. All the environmental conservation works planned are to be implemented and managed by coastal communities

### **Messages to Bridge Information Deficit**

This will be done with the help of messages which will explain the aims and objectives of the ICZM project.



## MESSAGES

- Save Lives and Livelihoods, Save the Coast'
- Securing lives and livelihoods through coastal conservation
- Preserving and managing environmental resources together
- Harmonising sustainable and integrated development with habitat protection and pollution control

### Messages

**The basic overarching message will be  
'Save Lives and Livelihoods, Save the Coast'**

At the national level, the ICZM cell of the MoEF will disseminate this core message. However, as the project is grounded in three basic premises, namely, securing livelihoods of coastal communities, participatory management of coastal resources, and mitigation of impact of pollution, there will be some supporting messages that will help to understand the underlying objectives of ICZM project and promote stakeholder ownership.

### Supporting messages

**The main message will be supported by these messages**

- **Securing lives and livelihoods through coastal conservation**
- **Preserving and managing environmental resources together**
- **Harmonising sustainable and integrated development with habitat protection and pollution control**

For these messages to get across to all the stakeholders, the MoEF needs to launch a mass media campaign. This could include dissemination of information through posters, pamphlets, AVs, radio, TV and internet in Hindi and English.

The MoEF needs to upload all relevant information on website including frequently asked questions. It must include success stories that validate the concepts of ICZM.

It could also liaise with the new national institute for coastal zone management expected to be set up after project finalization. This will improve communications as NICZM will serve as an interface between coastal communities, experts and government. It will evaluate and monitor implementation of the ICZMP, advise the government and other stakeholders on policy, legal and scientific matters related to ICZM.

## AT NATIONAL LEVEL

- ICZM cell of MoEF to launch mass media campaign
- To have dedicated ICZMP website
- NPMU to liaise with Institute for Coastal Zone Management
- Project director, communications specialist, NPMU, to establish linkages with media, NGOs, academics and industry

### LINKAGES AT THE NATIONAL LEVEL

Communications at the national level will have to include industry, academics, media and NGOs. Here, the national project management unit (NPMU) will have to establish linkages with these secondary stakeholders.

#### Media

The media plays an important role in raising awareness about the ICZM project and its basic concept. Since it influences opinion about the project among a whole range of stakeholders, its own levels of understanding about the project is crucial to the messages it send out through its reports. Therefore, it is an important partner in disseminating project information.

The crucial message to be given here is how the project securing livelihoods through priority investments chosen for the three states that create opportunities for economic improvement. The NPMU will also outline how activities like hazard mapping and, delineation of ESAs lead to safety and security of lives. The stress will be on how the hazard line is being defined on “scientific” principles, and not by arbitrary definitions.

It will also use project components to illustrate livelihood security through priority investments and environment and pollution management. For example, how the priority investments chosen will upgrade skills of self help groups and resource users to manage

these resources better so that there is stakeholder ownership and, livelihoods are secured. The livelihood improvement activities to be undertaken and components like the sewage treatment plant underline the aim of the ICZM project to harmonise sustainable and integrated development with habitat protection and pollution control.

To ensure informed reportage by the media, there must be regular media interface. This could be in the form of informal one to one meetings or formal invites to relevant seminars, conferences and stakeholder consultations. Regular press releases via email and fax, updates on websites and field visits will enhance communications.

### **Industry**

The development of economic infrastructure in the coastal zone is crucial to India's growth, development and poverty reduction. But this rapid economic growth to be balanced and sustainable it has to be harmonised with habitat protection and pollution control.

Here the main message the NPMU will underline the need to work together to secure lives and livelihoods and, conserve resources. It needs to work with the industry so that they also integrate their projects with the environment. Good communication with the industry will facilitate improved livelihoods and resources can be conserved by environment and pollution management programmes like solid waste management and sewage treatment plants.

This it can do by establishing links with the environment cells of the associations of industrial organizations like CII, FICCI, ICC, ASSOCHAM through workshops, emails, and newsletters. Another good tool to promote a participatory approach could be through the instituting excellence awards

### **Academics and NGOs**

Academics and NGOs are the voice of civil society. Although they are indirect stakeholders in the ICZM project, their levels of understanding are important for the success of the project.

Here the NPMU has the responsibility to explain how the priority investment chosen for the three states saves lives and livelihoods. It will detail how it creates opportunities for economic improvement and livelihood security of the coastal community. The ICZM approach adopted by the project supports conservation and protection of ecological and cultural heritage resources in partnership with community and facilitates development of alternative livelihoods.

Linkages with academics and NGOs working with coastal environmental livelihood, and gender issues can be made through meetings and information sharing with the help of newsletter, teleconferencing and participation at stakeholder consultations.

## IMPROVING INTERNAL COMMUNICATIONS

- MoEF to ensure one voice and unity of purpose through capacity building among the NPMU, state principal secretary and project directors, SPMU, nodal persons of the union government departments of ocean development, shipping, rural development, disaster management, agriculture, fisheries, water resources, and tourism.
- One training workshop at beginning of project; two refresher workshops every four months on ICZM and RTI

## Improving internal communications

### Ensuring One Voice and Unity of Purpose

Since there is a multiplicity of authorities working on the coast, better coordination between activities and interventions being carried in coastal and marine areas will minimise direct conflict between the goals and activities of different stakeholders and sectors. Here MoEF has a role to play to use the integrated coastal zone planning as a mechanism for intersectoral collaboration and decision-making. It needs to facilitate collaboration between sector departments by changing their mindset that their projects were limited to their sector and had no impact on other activities in the same area.

The MoEF must ensure one voice and unity of purpose among all including the regional offices of the ministry. All these bodies must communicate the same messages which include 'Save Lives and Livelihoods, Save the Coast' and supporting messages- Securing livelihoods through coastal conservation; Preserving and managing environmental resources together; Harmonising sustainable and integrated development with habitat protection and pollution control.

It must also ensure there is acceptance and understanding of the importance of promoting gender involvement in the project.

## Institutional and implementation mechanisms

### Through Capacity building



Unity of purpose can be achieved by capacity enhancement of knowledge and skill base through training and refresher workshops on ICZM and study tours for staff. One training workshop at beginning of project; two refresher workshops every four months on ICZM and RTI to improve capacity and information sharing will enable better dissemination of information. This must be done by the ICZM cell of the MoEF to ensure one voice and understanding among the NPMU, nodal persons of the union government departments of ocean development, shipping, rural development, disaster management, agriculture, fisheries, water resources, and tourism.

## At NATIONAL LEVEL

- ICZM cell, MoEF to have dedicated phone line, telephone and video conferencing with project directors, NPMU, SPMU and nodal officers, of all Govt depts working on the coast
- Regular monthly newsletters, emails
- Meetings at the beginning of project and every phase of project implementation between project director and communication specialist, NPMU and all three project directors, SPMU, and the nodal officers, PIAs

As the Departments of Forests and Environment (DoFEs) headed by the Secretary in each state would be primarily responsible for implementing the respective state components of the project, the state principal secretary and project directors of the state project management unit (SPMU) need to be included in these training workshops.

There must be update on laws enacted for the management and protection of coast and coastal communities, its enforcement and implementation and sharing of national international good practices to illustrate ICZM principles.

Communications by the ICZM cell of the MoEF through a dedicated phone line can improve coordination and video and telephone conferencing can help to clarify doubts of the project director of both NPMU and SPMU and among nodal officers of all union government departments working on the coast. Information sharing through email, fax, newsletter and one field visit to another state which has a successful mechanism for inter-departmental coordination will benefit the project.

## INTERNAL COMMUNICATIONS

- ICZM cell, MoEF to have dedicated phone line, telephone and video conferencing with project directors, NPMU, SPMU and nodal officers, of all Govt depts working on the coast
- Regular monthly newsletters, emails
- Meetings at the beginning of project and every phase of project implementation between project director and communication specialist, NPMU and all three project directors, SPMU, and the nodal officers, PIAs
- Informal 'Green Tea' meetings every fourth Friday
- NPMU to develop communications tool kits/manuals for state partners

At the beginning of project and every phase of project implementation, the project director and communication specialist, NPMU must meet the all three project directors, SPMU, and the nodal officers of the project implementing/executing agencies ( PIAs) Regular information exchange can improve internal communications and can be done with the help of emails, fax, a dedicated phone line, video and telephone conferencing, and circulating a monthly newsletter. Hosting an informal 'Green Tea' meeting every fourth Friday will create a responsive environment.

Additionally, the NPMU could develop communications tool kits/manuals for state partners to facilitate better dissemination of information.

### **Ensure better understanding of project objectives down the line**

The principal secretary, DoEF and the project director, SPMU have to ensure that all three Project managers, SPMU, the Nodal officers/ communications specialists, PIAs, and state government departments working on the coast including shipping, rural development, disaster management, agriculture, fisheries, water resources, and tourism department are in sync.

## INTERNAL COMMUNICATION AT STATE LEVEL

- Two communications workshops, one at beginning of project and one after 50 per cent of the project is completed to update and hone communication skills for three project managers, SPMU, nodal officers, communications specialists of PIAs and state government departments working on the coast
- One training workshop before launch of project on sharing and tapping communication opportunities to dovetail activities and ensure joint planning

This can be achieved by communicating the main overarching message and the three supporting messages by holding communications workshops, one at beginning of project and one after 50 per cent of the project is completed to update and hone communication skills. It will also surface communications opportunities like festivals and events where information can be disseminated.

Additionally, it would be helpful to have two refresher workshops every four months on ICZM and RTI to enhance their capacity and share information on the project.

### Ownership and commitment

Since internal communications is the key to better project implementation, regular efforts to improve coordination and reaffirmation of project objectives have to be made. This could be done by project director, SPMU, in collaboration with the communications specialist, SPMU for all the three project managers, SPMU, nodal and communication officer of the PIAs and the nodal officers of state departments working on coast.

Constant interaction through email, fax and, a dedicated phone line will facilitate a consensus building process. It is suggested that bi-monthly formal meetings with all the officials mentioned be dovetailed with informal 'Green Tea meets' every fourth Friday. This will help to share anecdotal information.

Circulation of monthly internal newsletter in addition to uploading relevant information with daily updates if necessary, on the website will keep everyone concerned in the loop. This would include the minutes of all meetings.

The communication specialist, SPMU, could develop communications tool kits for all the partners before launch of project and if possible, arrange one field visit to another state which has a successful mechanism for inter-departmental coordination.

The intra-department communication is also crucial for smooth coordination. Therefore, attention must be given to improving the capacity and knowledge of officials of the implementing agencies. Here the messages need to be given by the communication official of the concerned department about how joint planning and information sharing about projects in the area could be dovetailed to benefit the community.

## IMPROVING EXTERNAL COMMUNICATIONS AT STATE LEVEL

At the state level external communications can be improved along with internal communication for all sections of the community to be involved in the project. Ownership of the project by all stake holders including industries, fishermen, representatives of tourism and NGOs is important for its success. This can be done by the project directors, communications and capacity building managers to the SPMUs in all three states through mass media campaigns and consultations with stakeholders. NGOs, gram panchayat leaders, CBOs, SHGs, FPCs and representatives of fisheries, tourism, and industry should be brought on board and kept informed about the importance of saving lives and livelihoods while protecting the coasts.

### EXTERNAL COMMUNICATIONS AT STATE LEVEL

- Mass media campaign through radio, TV, posters, pamphlets and ads in English and vernacular print media just before launch and one every four months highlighting progress
- Training workshops on ICZM principles, communications, documentation and use of the Right To Information Act for CBOs, panchayati raj institutions, SHGs and Forest Protection Committees
- Regular interface with media, academics, NGOs and industry through press releases, email, newsletter, formal and informal meetings

Apart from short films and information on website and internet channels like Youtube on the integrated coastal zone management project, an atmosphere has to be built for coastal management. This could be done through radio jingles and TV spots every week at the start of the project. There should be a spate of advertisements on the importance of the project and its various aspects in the English and vernacular print media before the project is launched. The progress on the project needs to be highlighted every quarter

through posters, pamphlets, AVs, to be shown and distributed to PRIs, CBOs, schools, eco-clubs, fish workers unions, tourist departments and representatives of industry.

### **Capacity Building**

Capacity building of all those involved in implementing the ICZMP is vital as the project is large as well as diverse. Training workshops on ICZM principles, communications, documentation and use of the Right To Information Act should be conducted by the principal secretaries for environment and forests in all three states. The participants should be CBOs, panchayati raj institutions, Self Help Groups and Forest Protection Committees. Their knowledge of ICZMP would be enhanced through national and international examples of good practices on ICZM principles and an update on laws enacted for the management and protection of coast and coastal communities. The workshops could brief them on use of communication opportunities like festivals and events and disseminate information under the RTI Act.

### **Media**

Linkages with the media are vital for the successful implementation of the ICZM project. This responsibility of keeping the media informed has to be shared by the director of the SPMU and its communication manager. Instead of allowing the media to speculate on developments on the coast or be influenced by a vested interest, regular interface with the media, print as well as electronic is vital. There should be a dedicated website on the ICZM project. Periodic press releases with update on information as well as field visits to see the situation at ground level are important. Invite the media to relevant seminars, conferences, stakeholder consultations and build up a relationship. Media fellowships and awards for the best writings on environment issues/ coastal protection and conservation of mangroves are a good way to keep the media engaged and on your side.

### **Involve NGOs, Academics and Industry**

There should be similar engagement with academics and NGOs. Environment academics with their research works and NGOs with their community interface and activism should be invited to consultations and their voices given due importance.

Establish linkages with industry through state chapters of CII, FICCI, and ASSOCHAM. In fact, fishermen and communities living on the coast are wary of industries with their money power and clout. It is the responsibility of the SPMU to harmonize the relationship of coastal dwellers and industry. There should be regular sharing of relevant info through emails, newsletters, and coordination through teleconferencing with environment cells of industry. In fact the SPMUs could collaborate with CII/ FICCI and institute annual awards for industries that have demonstrated their concern for environment.

### **Gram Sabhas Vital At Grassroots Level**

At the grassroots level, the nodal officers of PIAs must increase the understanding of the gram sabha about the ICZMP. If the gram sabha understands the importance of the ICZM project it will be able to get the support of the entire village. So through meetings of the gram sabha, audio visual presentations, posters and pamphlets, wall notice boards,

souvenirs such as T-shirts, bags, caps etc the message 'save lives and livelihood, save the coasts' has to be communicated.

In addition to the gram sabhas, fishermen, CBOs and others who have a stake in coastal conservation should be told about activities like hazard mapping, delineation of ESAs, securing livelihoods through priority investments chosen for the three states that create opportunities for economic improvement. It is only with their support through proper communication that sustainable and integrated development can be harmonized with habitat protection and pollution control through sewage treatment, solid waste management and mangrove regeneration.



### **Making Women Equal Partners**

The gender component of the ICZMP has to be spelt out to the fisher women and other village women who support and sustain grassroots livelihood through SHGs, CBOs, PRIs and FPCs. Since women and children suffer the maximum when the environment degrades, they would make good partners for its protection and promotion. There are several livelihood options for women. They should be informed about how they can access it.

## ENSURING TRANSPARENCY, ACCOUNTABILITY, GRIEVANCE REDRESSAL

- Mechanisms for transparency and grievance redressal should be built into the project at the national level at the ICZM cell at the MOEF; at the project directors levels at the NPMU and SPMU and at the communication officer and the nodal officer level at the PIAs
- Stock Taking Meetings beginning of the project and three others after 30 per cent, 50 cent and 75 per cent of project work is completed
- social audits at end of the project
- Grievance Box

## ENSURING TRANSPARENCY, ACCOUNTABILITY AND GRIEVANCE REDRESSAL

Transparency, accountability and grievance redressal are important components for any communication strategy. Mechanisms for transparency and grievance redressal should be built into the project at the national level at the ICZM cell at the MOEF; at the project directors levels at the NPMU and SPMU and at the communication officer and the nodal officer level at the PIAs.

The dedicated ICZM project website should detail project information, including grievance redressal mechanisms available before the project begins.

### **Information Chain**

There should be proactive disclosure of information through a chain of information flow from the top (national level) to the state, district and village level as well as from the grassroots to the top so that there is total transparency on the ICZM project. All nodal officers, communications officers, PIAs, and all project managers of SPMUs should be partners in sharing and disseminating information.

### **Stock Taking Meetings**

There should be stock taking meetings at beginning of the project and three others after 30 per cent, 50 cent and 75 per cent of project work is completed to ensure transparency and information flow. Even before the review meetings, the progress report forms should be filled by the nodal officer of the PIA. At the NPMU and SPMU there should be periodic progress review meetings.

## TRANSPARENCY MECHANISMS

- Information Kiosks
- Web-walls
- Using RTI for Accessing Rights
- Through Communication Opportunities
- Using Panchayat Computers As Tools of Transparency
- Documentation of all processes

### Social Audits

Social audits are another way of ensuring transparency and accountability. There should be social audits at end of the project.

### Grievance Box at Suitable Locations

While at the national and state level there should be provision for putting complaints on a project website, at the PIAs level there should be a grievance box at the panchayat office. All grievances should be addressed by a senior officer within a fortnight of receiving a complaint.

For those unable to access the web site or use internet, there should be Grievance Box conveniently located at places which the common man can reach and put in his complaint or ask for information. Grievances received have to be addressed by a designated senior officer of the SPMU within fortnight of receiving the complaint.

### Documentation

Documentation of all meetings should be circulated by the communications managers at the national and state level as it is a good way to make all processes transparent. This could also be uploaded on dedicated bulletin boards of the ICZMP website.

### Information Kiosks

At the SPMU there should also be information kiosks with touch screen that everyone can use to get information. There are e-chaupals with broadband connections in most states and SPMU should tie up with them for broader dissemination of information.

Information kiosks at tourism outlets/visitor information centres/ hotels etc, could be a important mechanism to make public details of the project.

### Web-walls

Web-walls can be developed by writing on walls of panchayat buildings, information detailing economic and financial aspects of the project and priority investment, names of beneficiaries and criteria for selection of these beneficiaries.

### Communication Tools



Use of wireless radio, mobile phones, wall notice boards, dedicated civil VHF network, satellite phones, and HAMS can be used to update project information and implementation details. In addition, transparency can be maintained by disseminating relevant details through newsletters and postings on a dedicated bulletin board.

#### **Using RTI for Accessing Rights**

On websites there should be a section on RTI so that people know how to use this as a tool to access information and make the government accountable. This transparency mechanism could be set up at the beginning of the project.

While documentation skills should be imparted to the grassroots functionaries of the PIUs, the community and the gram sabha have to be told how they can access information using the RTI Act.

#### **Ensure Transparency through Communication Opportunities**

Annual seafood festivals like Posh Mela World Biodiversity Day World Sunderban Day International Coast Clean Up Day, World Environment Day, Earth Day, Ozone Day, National Pollution Prevention Day; Wildlife Day World Wetlands Day would be good occasions to give information of the project so that the process becomes transparent.

#### **Using Panchayat Computers As Tools of Transparency**

Since information is key to knowledge and empowerment of communities, the panchayat computers should have project details uploaded in the local languages. The computers can be linked with SPMU and NPMU through a tie up with existing e-chaupals in the states through broadband connections (wherever available) so that there is a chain of transparency and accountability right up to the state and national level.

